AGENDA FOR NFAC FY 1982 PROGRAM CONFERENCE

Thursday, 24 January 1980		
0755 - Transportation departs front	1200 - Lunch	
entrance Headquarters Building	1315 - MILITARY	
	1515 - Break	
<u> </u>	1530 - MILITARY	
	1800 - Dinner	
1000 - Opening Remarks; PRODUCTION INTEGRATION (OD/NFAC/RES/NIC)	1930 - Evening Session	
1200 - Lunch	Saturday, 28 January 1980	
1315 - GEOGRAPHIC	0730 - Breakfast	
1445 - Break	0900 - BIO/REF	
1500 - ECONOMIC	1030 - Break	
1800 - Dinner	1045 - Wrap Up	
1930 - Goals Session	1130 - Lunch	
Friday, 25 January 1980	1230 - Checkout	
0730 - Breakfast		
0900 - POLITICAL		
1015 - Break		
1030 - POLITICAL		

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- Change in US-Soviet relations. US perceptions rather than Soviet policy so far. But likely to be long-lasting. See below on election.
- Soviet Position
 - 1. "window"
 2. economy

 - 3. leadership
- Three major elements in world society of 80's: resumption of US participation in US-Soviet struggle; increasing scarcity of resources <u>vis a vis</u> population; rising expectations and susceptibility to demagogize solutions.
 - Struggle to retain Allies. Must assess:
 a. public attitudes; desire to "sit out"

 - b. interdependence; vulnerability to instability abroad
 - c. strength and subtlety of Soviet divisive efforts
 - 2. China-EA
 - a. developing US relationship means greater Soviet threat
 - b. US interest switch back to EA. China-Japan combine more reliable partner than WE \ref{MET}
 - c. more opportunities to learn, but needs for information different;

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Approved For Release 2007/24/98 CIA-RDF8320140R90020004R040-6 d. exchange intelligence?

3. Major Third World countries

- a. Free to take serious initiatives with less concern for US/Soviet
- b. Subject to greater instability Islam, modernization, Western inflation, food scarcities
- c. Need to be studied not as client states but as independent actors --Saudis
- 4. Rest of Third World
 - a. Return to political struggle, for resources not allegiance
 - b. Perhaps not two-sided
 - c. More activist US policy DDO major instrument
 - d. Message: alert to Soviet initiatives close relationship with DDO
- Problems needing special attention
 a. Persian Gulf. Obvious, but will be with us for long haul. Need for analytic manpower sufficient to maintain present effort by TFs in
 - definitely on area from Egypt to India. מישלים קיים להיים ל But, threat from Cuban subversion, now Nicaragua, El Salvador, Grenada, etc. maybe building toward Venezuela & even Mexico.

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. II. The Domestic Er	nvironment
A. Election (1. Popul a. 0 b. 6 c. 5	of '80 ar thrust to right ppose Soviet expansion preater military strength reater military strength upport for intelligence - must be prepared for rapid expansion, upport for intelligence - must be prepared for rapid expansion, ree recruiting. Leavening of bright liberal arts majors for greater ree recruiting. Leavening of bright liberal arts majors for greater readination? ident elected in '81 will have mandate put this thrust into policy administration in '81

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but

a. Any administration will retain NSC system more or less as it is

a. Any administration will retail his system more of today

b. DCI likely to be in inner circle under Bush, perhaps under Carter II,

? under Reagan.

c. Surge of basic policy review papers in 1981 -- test of intel capabilities -- followed by requirement for analysis of policy initiaters in '82 and beyond. Also alert to and analysis of Soviet initiatives

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General needs outlined above Α.

- b. Three weaknesses
 - Synthesis
 - Systematic integration of intelligence
 - Daring First two Nic Dalas led other is emylandy
- С. Synthesis
 - 1. Frustration of last few months
 - Need for papers that are: brief, Policy-relevant, timely, reach across boundaries and disciplines, achieve synthesis of all relevant factors, provocative.
 - Where to find?
 - a. NSC Staff/son of OMB?
 - b. State & Defense policy-oriented & muscle-bound
 - NFAC limited by size & compartmentation
 - d. NIC maybe can do, but policy side dicey. Han to chlim to surve
 - 4. Product
 - Is NIE alime? Answer, ses but must become quicker, more flexible. Probably not the most useful immediate policy support form with the fill and NIC as integrative element of NFAC
 - How to fill gap NIC as integrative element of NFAC
 - Thus must be able to handle range of product, from 11-3/8 to quickie think-piece

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D. Integration

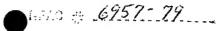
- Must find ways to ensure systematic use of intelligence in policy development & expose intelligence views to policy readers
- 2. Contact early with developing NSC staff
- 3. Must have ideas to sell

E. Daring

- 1. Provocative ideas, less probable outcomes, speculation
- 2. Management problem
 - a. Hiring
 - b. Encouragement
 - c. Challenge -- beware of same old stuff

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MEMORANDUM FOR: Director of Current Operations
Director of Central Poferonse

Director of Central Reference Director of Economic Research

Director of Geographic and Cartographic Research

Director of Imagery Analysis
Director of Political Analysis
Director of Scientific Intelligence
Director of Strategic Research
Director of Weapons Intelligence

Chairman, National Intelligence Council Chief, Requirements and Evaluation Staff

FROM

: R. E. Hineman

Deputy Director

National Foreign Assessment Center

SUBJECT

: Program Conference

1. The NFAC FY 1982 Program Conference will be held on 24-26 January. Contingency arrangements have been made for other facilities will not be available. A tentative schedule/agenda is attached. Each office will have one representativepreferably the office directorwho will be given one-half to three-quarters hour to present his major FY 1982 programs and respond to questions or discussion.	25 25 25 25
2. As an aid to the conference participants, please prepare a summary of your proposed program in a format similar to the one used for the FY 1981 Program Conference (attached) and submit it to the NFAC, Planning, Management, and Evaluation Staff by 18 January 1980.	23
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- 3. Your written submission, and particularly your verbal presentation, should address the following points:
 - --a proposal of what new, different, or expanded programs you foresee under an optimum level of funding in FY 1982, along with a forecast of what external forces will drive the requirements for these new efforts;
 - --a discussion of which of these new, different or expanded programs you would propose doing even if you are held to the current (i.e., FY 1981) level and what you would have to give up to do so; and,
 - --a discussion of how your FY 1982 programs are linked to or driven by the NFAC research program, DCI guidance, NITs, or external consumers.
- 4. There will be two evening sessions. The first night will focus on establishing NFAC goals for CY 1980. A tentative list of goals will be forwarded to you soon to serve as a starting point for discussion. Please feel free to add or revise this list accordingly. The second evening will serve as a forum to raise issues of your choice with the Director and Deputy Director, NFAC.

5. We expect on the basis of your participation in the conference to be able to make decisions as to the recommended level of your 1982	
program.	25X
	25X
Ř. E. Hineman	

Attachments As stated

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